

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date

04/06/2017

2. Department

State Compensation Insurance Fund

3. Organizational Placement (Division/Branch/Office Name)

Corporate Claims/Claims Medical and Regulatory Division

4. CEA Position Title

Corporate Claims Test Tank Director

5. Summary of proposed position description and how it relates to the program's mission or purpose. (2-3 sentences)

This proposed CEA will serve as the Director within Claims Medical and Regulatory Division (CMRD) Test Tank Unit and will report to the Corporate Claims Technical Vice President with a matrix reporting to the CCOO. The CEA will perform active testing of policy and procedural development/modification, implementation, and regulatory requirements. The Claims Test Tank Director will have responsibility for validating existing and creating new policies and procedures that will ensure overall quality work-flows and processes, of State Fund Claims handling and best practices exist for better outcomes using industry expertise. The CEA is critical to the quality of Claims handling and overall governance of 1.5 Billion dollars in annual payments. Conducting extensive reviews and impact analysis of all emerging trends and patterns and the development of business requirements/documents. It will have extensive contact with various levels of Senior Leaders within State Fund and the Claims Department, representing the mission, vision, goals, and objectives of CMRD. The Director will have responsibility of providing accurate, complete and timely data analysis to support organization wide evidence-based decision making to enable Claims to drive change, and to tackle the most complex business challenges by measuring and understanding Industry best practices, through application, testing and validation ensuring acceptable levels of quality and timely claims handling exist.

6. Reports to: (Class Title/Level)

Corporate Claims Technical Officer (CCTO)

7. Relationship with Department Director (Select one)

- Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.
- Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(Explain): The Test Tank Director serves as a technical advisor to the Corporate Claims Technical Officer (CCTO) and Chief Claims Operations Officer (CCOO) and will often represent the CCTO in that capacity, and function as an extension of the Senior Executive Team.

8. Organizational Level (Select one)

- 1st 2nd 3rd 4th 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the general direction of the "Corporate Claims Technical Vice President" (CCTVP), with a reporting matrix to the CCOO; the Claims Test Tank Director will have responsibility for creating, testing and validating existing, new and proposed policies and procedures that will ensure overall State Fund Claims handling and best practices exist for better quality outcomes using industry expertise. Responsibilities of the Test Tank Director, includes but not limited to; the ongoing and continuous testing of policies and procedures, Claims Operational reviews of work-flows and processes, review and impact analysis of emerging trends and patterns and the development of business requirements/documents. The Director will be responsible for providing accurate, complete and timely data analysis and testing to support policy enhancements of the Claims operations; through functional testing, validation and preparation of qualitative and quantitative reports used for Operational program improvement. The CEA is critical to the quality of Claims handling and overall governance of 1.5 Billion dollars in annual payments. This position will enable Claims to drive change, and to tackle the most complex business challenges by measuring and understanding Industry best practices, through application, testing and validation to ensure acceptable levels of quality and timely claims handling exist throughout all State Fund Claims locations. This includes staying abreast of changing laws, rules, regulations, rulings, notices, industry trends, technology and emerging issues in order to support State Fund's purpose to provide fairly priced workers' compensation insurance to help make California workplaces safe, and restore injured workers. The position requires a high level of Independence and specialized knowledge, of the Workers' Compensation Claims industry, and has demonstrated expertise in delivering superior performance in this specialty area.

This position is critical in integrating Insured, State Contracts, Major Claims Operations and Corporate Functions. Additional responsibilities include:

- Responsible for review, testing and impact analysis of emerging trends and determining acceptable levels of performance and objectives that will improve the overall current and future Claims performance.
- Oversight of creating and testing current, new and proposed policies, procedures, work-flows and processes through validation, by performing in-depth reviews to determine where standards may be established and/or enhanced.
- Maintain a thorough, in-depth understanding of California workers' compensation, insurance, technical, and related industry trends and strategies.
- Study, analyze, review and recommend Claims Operations standards and best practices with an eye toward making improvements and enhancements of Workers' Compensation Technical issues.
- Create reports and testing protocols to provide detailed explanations to various Executives and Senior Leaders that support overall proposed actions.
- Advise management on the most efficient and effective Claims Operational processes and practices.
- Use expertise to establish and develop training and to determine whether information provided in existing training is technically accurate, representative of "best practices" and comprehensive relative to stated goals and objectives.
- In coordination with the CCTVP assist in developing and directing process enhancements and revising policies where necessary. This includes developing policy guidance for Claims Adjusting, resolving complicated procedural operational issues, automating when required and identifying gaps, monitoring federal or state regulatory requirements, overseeing monthly operational meetings, and participating in stakeholder work groups.
- Conducting data analysis and modeling.
- Designing and conducting research evaluations and surveys. This includes studies to improve quality and qualitative survey data analysis and research new ways to evaluate operational effectiveness and outcomes, testing hypotheses, and implementation.

Additionally, this position will:

- Set goals and objectives for the Test Tank Unit and Team consistent with the State Fund Claims Operations and CMRD in an effort to achieve the Organization's Mission and Vision.
- Establish a quality assurance process related to business requirements and expectations; consistent with industry standards and best practices.
- Create programs and set standards of policies and procedures established for execution of best practices frequently, effectively and timely to ensure that all validations of processes are performed in accordance with systems, work-flows, and file quality to meet Regulatory Standards and requirements.
- Establish and maintain an effective business relationship with internal/external stakeholders, local governing/regulatory agencies and officials in an effort to coordinate resolutions towards audit findings that can be very contentious.
- Negotiate settlements related to findings following an audit review of information identified during a standard audit assessment.
- Oversee management of project resources and workload throughout all life-cycle phases and serve as the primary liaison between the projects, the Project Sponsors, and Senior Leaders, making enterprise-wide decisions to resolve issues ensuring that the projects remain on schedule, within budget and properly identifying, mitigating, and managing project risks throughout the project life-cycle.
- Contribute towards the growth of CMRD and the Test Tank Unit into a customer-focused service organization by defining updated principles and work-flows to support Claims mission critical systems.
- Represent the CCTV at conferences, senior leadership team meetings as required.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

- Program is directly related to department's primary mission and is critical to achieving the department's goals.
- Program is indirectly related to department's primary mission.
- Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: Claims Mission:

"To deliver superior outcomes for injured employees and the employers we serve through focused strategies in: Provision of quality care; Prompt return to normal life and independence; Managed claims costs; Efficiency and service; Prevention and fight against fraud and abuse".

Our commitment to our strategy is underpinned by four guiding components:

- 1) Continually strive to be a high performance organization
- 2) Seek to optimize case management
- 3) Establish and maintain effective steering and governance
- 4) Streamline systems and data management

Our approach: Strategic, simple, quantifiable.

Claims Regulatory Division's Mission Statement:

"The mission of Claims Regulatory Division is to provide professional authority, corporate direction and to be the champion of State Fund's claims product. We are committed to State Fund being the preeminent workers' compensation insurer and serving our employers and injured employees with the highest ethical standards. We believe the success of the State Fund claims product is the result of empowering State Fund employees in a spirit of cooperation and partnership. We can be counted on to deliver outstanding products and superior service, to anticipate change, and to develop innovative solutions". The CEA position supports the strategic goals of the Claims Department: 1) Fostering a culture that enables us to attract, develop and retain the talent necessary to make us California's carrier of choice; 2) Enable our employees to produce a great customer experience, and foster a culture that supports our North Star of being driven to help others and do the right thing, 3) Continuously Improve Claim/Legal Quality, 4) Achieve business outcomes for large projects and key initiatives while delivering financial results consistent with long term goals, and 2017 Plan, and 5) Deliver administrative excellence through compliance with regulatory, internal, and risk management requirements.

To accomplish this mission, we need an expert knowledgeable within the Workers' Compensation Claims industry, and have demonstrated expertise in delivering superior performance in this specialty area. The CEA would also assist in the development of employees, administer and enforce training with fairness and integrity, and collaborate with internal/external stakeholders. This will require outstanding leadership and communication skills in interacting throughout all levels of the organization, regulatory agencies, and the Worker's Compensation industry. The CEA is critical to the quality of Claims handling and overall governance of 1.5 Billion dollars in annual payments.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

There is a need to restructure the Claims Organization, specialize the Claims Operations program and categorize the efforts of the department. This position is critical in recognition of operational complexities within all State Fund Claims programs and the need to establish and validate, existing processes, current/new and proposed policies and procedures for execution of best practices frequently, effectively and efficiently within Claims systems, work-flows and file quality in response to regulatory requirements. To succeed in its duty to fairly administer Workers' Compensation, State Fund must be proactive in responding to the changing business environment. In being proactive, the department has identified the need for a Test Tank Director to oversee this function. The CEA is critical to the quality of Claims handling and overall governance of 1.5 Billion dollars in annual payments. The position will validate existing, new and proposed processes, policies and procedures that will ensure best practices exists throughout the Claims Operations for better outcomes using industry expertise. The position requires a high level of specialized knowledge, of the Workers' Compensation Claims industry, existing workers compensation laws, state and federal regulations, legal rulings and notices. The CEA position is critical in meeting the department's needs as an enterprise. The position will be responsible for, but not limited to:

- The Technical Claims Operations program and ensuring alignment with enterprise strategies, goals and objectives to meet the vision, mission and values of State Fund Claims Operations.
- Oversight of testing current and proposed work processes and procedures through validation, by performing in-depth reviews of all existing Claims programs to determine where standards may be established and/or enhanced.
- Maintain a thorough, in-depth understanding of California workers' compensation, insurance, technology, and related trends and strategies.
- Study, analyze, review and recommend Claims Operations standards and practices with an eye toward making improvements and enhancements of Work Comp Technical issues.
- Create reports and justifications to provide detailed explanations to Claims Senior Leadership and the organization to support overall proposed actions.
- Responsible for review and impact analysis of emerging trends and determining acceptable levels of performance and objectives that will improve the overall current and future Claims performance.
- Advise management on the most efficient and effective Claims Operational systems, processes and practices impacting existing policies.
- Use expertise to establish and develop training and to determine whether information provided in existing training is technically accurate, representative of "best practices" and comprehensive relative to stated Corporate Claims goals and objectives.
- Oversee management of project resources and workload throughout all life-cycle phases and serve as the primary liaison between the projects, the Project Sponsors, and Senior Leaders, making enterprise-wide decisions to resolve issues ensuring that the projects remain on schedule, within budget and properly identifying, mitigating, and managing project risks throughout the project life-cycle.
- Contribute towards the growth of CMRD and the Test Tank Unit into a customer-focused service organization by defining updated principles and work-flows to support Claims mission critical systems.

The need for developing and delivering Claims services and systems that meet the evolving needs of the Claims Organizations and employees, by recommending and implementing innovative solutions to support the Department's customer base. It is also instrumental in setting policies and influence over frequency, size and scale of ongoing reviews within operations; improving the effectiveness and efficiency of the Claims staff by enhancing work-flow processes and procedures to improve workload turnaround time and to help reduce manual efforts to achieve cost efficiencies.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The CEA will play an important role in policy development within the Corporate Claims Operations impacting the organization, that will interface with various Claims initiatives. The CEA is critical to the quality of Claims handling and overall governance of 1.5 Billion dollars in annual payments.

The CEA will provide leadership in developing Business Requirements for all Claims system projects, to bring project concepts from inception to completion, and will have direct control over Claims services and systems used at State Fund.

The CEA will set policy and have influence over frequency, size and scale of ongoing service and system reviews to ensure that they align with State Fund's mission, vision and operational needs, and that current, proposed and new policies are developed accordingly, through testing and validation that is required for execution of best claims handling practices for systems, work-flows and file quality.

The CEA will establish quality assurance and training programs to ensure optimal functioning and use of claims systems, with the goal of improving the efficiency of the Claims staff by enhancing work-flow processes and procedures to improve workload turnaround time and to help reduce manual efforts to achieve cost efficiencies.

The CEA must maintain a thorough, in-depth understanding of California workers' compensation, insurance, technology, and related trends and strategies; assess how those factors influence Claims operations within State Fund; and develop policies and strategies to incorporate business services and systems into State Fund operations.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

It is anticipated that the proposed CEA position will be an administrative advisor to the Chief Claims Operations Officer and Corporate Claims Technical Officer regarding formulating and adopting operational policies related to work-flows, processes, procedures and file quality. The position will be responsible for setting and enhancing existing and proposed claims handling policies; impact analysis of emerging trends and patterns impacting Workers Compensation, and Developing Business Requirements related to various claims systems. The CEA is critical to the quality of Claims handling and overall governance of 1.5 Billion dollars in annual payments.

The incumbent will provide leadership and guidance to project staff to ensure efficient and effective delivery of services consistent with State Fund Claims Operational goals, priorities and strategic initiatives. The Director will participate in the establishment and maintenance of Claims System projects, practices and procedures consistent with the Department's mission, vision, goals and objectives. Once these policies and procedures are established, the Director will ensure the work products and Claim systems that result from them are of high quality, produced timely, are efficient, sustainable and comply with Departmental standards for quality performance. Additionally, the Director will serve as the key advisor to the CCTO in all areas related to Claims Business Systems and Business requirements, and will make decisions on operational issues that affect the Claims organization.

Under said authorization, the Test Tank Director will have independent decision making authority and responsibilities for overseeing procedural compliance, and the development of strategic plans. In doing so, this position will establish operating principles with subordinate managers, developing enhancement strategies, operating guidelines, and performance expectations.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The program area under the direction of the Corporate Claims Technical Officer, will be responsible for all aspects of validating Claims Operational work-flows, processes, procedures and file quality; setting, development and implementation of related policies and monitoring/oversight for all Claims technical system functions related to the maintenance and operational programs within Claims for multiple systems (i.e. CARE, Utilization Review Triage Tool...etc.) The position oversees the functional testing necessary for execution of best practices, validation and preparation of highly sensitive qualitative and quantitative research used for State Fund and Claims program improvement. The position is key for integration within the Claims Department. The need for developing and delivering Claims services and systems that meet the evolving needs of the Claims Organizations and employees, by recommending and implementing innovative solutions to support the Department's customer base. It is also instrumental in improving the efficiency of the Claims staff by enhancing work-flow processes and procedures to improve workload turnaround time and to help reduce manual efforts to achieve cost efficiencies. The Director will be the principle policy Advisor as the Department endeavors to streamline common operational work-flows and processes, while at the same time, interpreting the current programs policies to ensure program mandates are met by the existing Claims systems as the Business Lead. Additionally existing processes and related policies may hinder development and need to be changed or removed altogether, and often these policies require the CEA to work collaboratively with various levels of executives and senior leaders throughout the organization.